

# **Analysis Of The Effect Of Work Discipline And Work Motivation On Employee Performance At PT. TPC Indo Plastic And Chemicals Gresik**

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## **Abstract**

*In this era of rapid development, optimal human resource management is essential to create competent and competitive individuals who can make a positive impact or contribution and perform their duties optimally to achieve an organization's goals. To remain competitive in today's market, companies need to manage their human resources optimally. High-quality human resources are key to achieving desired productivity and meeting company targets. Employees with excellent performance and high dedication will support the achievement of company targets and profitability. This study uses quantitative research methods, with analysis using SPSS tools to explore the influence of work discipline and work motivation on employee performance at PT. TPC Indo Plastic And Chemicals Gresik. The results of this study indicate that the variables of Discipline and Work Motivation both have a significant effect on the variable of Employee Performance at PT. TPC Indo Plastic and Chemicals Gresik.*

**Keywords:** *Work Discipline, Work Motivation, Employee performance.*

## **A. INTRODUCTION**

In this era of rapid development, optimal human resource management is essential to create competent and competitive individuals who can make a positive impact or contribution and perform their duties optimally to achieve an organization's goals. To remain competitive in today's market, companies need to manage their human resources optimally. High-quality human resources are key to achieving desired productivity and meeting company targets. Employees with excellent performance and high dedication will support the achievement of company targets and profitability. Conversely, declining performance and a lack of work ethic can have a detrimental effect on the company (Desi Kristanti & Ria Lestari, 2019). The most important thing in managing human resources is employee performance. Performance is the result of a person's work in carrying out their duties according to the standards set by the company, both in terms of quality and quantity. Employee performance is often defined as the achievement of tasks where the company's performance level is demonstrated through the suitability of the work program carried out by employees to achieve the company's goals and vision and mission. (Bangun dalam Wijaya, 2015) states that performance is the result of work achieved by employees, such as work output standards and targets set by the company within a certain period, using guidelines based on standard operating procedures, norms, criteria, and functions established by the company. Companies can easily and smoothly achieve success when a high work ethic has been instilled in their employees. Good and optimal employee performance will also have an impact on the company's image in the wider community. Performance reflects the level of effectiveness of individual employee work behavior in accordance with their role in an organization (Agung Setiawan, 2013).

Performance, according to (Siska Agustina & M. Trihudiatmono, 2020), is a process of achieving an organization's vision, mission, and goals. Employee performance can be influenced by several factors, including the work environment, organizational culture, and work motivation. In improving optimal employee performance, there are several factors that can be implemented by companies, including enforcing work discipline, which is a set of rules applied by companies with a high level of discipline in their work so that work can be carried out maximally and optimally, enabling the company to achieve the desired success.

Discipline is very important and necessary for every individual. Some of the most basic aspects of discipline are time discipline. If time is violated, it can be interpreted that the individual is not disciplined, which affects the commitment of the organization's employees. An organization greatly needs the ability and effectiveness of individuals to achieve its targets. Work discipline, according to (Lucky Kho, 2022), is a measure taken by companies to ensure that company targets are met. One of the causes of reduced work discipline and individual performance can be attributed to a lack of motivation provided by an organization, resulting in poor employee performance and work discipline. Motivation is an internal force that drives a person to direct their behavior towards achieving a goal. Motivation is an effort and an important factor in encouraging individuals to perform certain activities. In addition to encouraging certain activities, motivation also serves as a driving force, directing human resources towards the direction and goals of each organization or company (Siti Nurul Ainunnisha, 2022). Work motivation, according to Retno Umami Purwanti (2016), is an internal state within a person that activates and directs their behavior toward a specific goal.

Given the issues outlined above, the author seeks to identify the factors related to employee performance at PT. TPC Indo Plastics and Chemicals, established in 1991. Siam Thai Plastic Company is a joint venture between PT Cementhai Chemical Co. and PT Thai Plastic Chemical Co. PT Cementhai Chemical Co. itself is a subsidiary of PT Siam Cement Group, a large conglomerate in Thailand. At the end of 2005, Maspion Group terminated its partnership with Siam Thai Plastic Co., resulting in the full ownership of PT Siam Maspion Polymers being transferred to Siam Thai Plastic Co. In early 2006, PT Siam Maspion Polymers officially changed its name to PT TPC Indo Plastic and Chemicals, formerly known as PT. Siam Maspion Polymers, which was a joint venture between PT. Maspion and PT. Siam Thai Plastic And Chemicals (PT. STPC) Singapore, a subsidiary of Siam Thai Plastic Company Thailand. Siam Thai Plastic Company is the largest PVC producer in Thailand and ASEAN. Siam Thai Plastic Company is a joint venture between PT Cementhai Chemical Co. and PT Thai Plastic Chemical Co. PT Cementhai Chemical Co. itself is a subsidiary of PT Siam Cement Group, one of the largest conglomerates in Thailand. At the end of 2005, Maspion Group terminated its partnership with Siam Thai Plastic Co., resulting in the full ownership of PT Siam Maspion Polymers being transferred to Siam Thai Plastic Co. In early 2006, PT Siam Maspion Polymers officially changed its name to PT TPC Indo Plastic and Chemicals.

This company has various problems, namely a decline in employee performance, as indicated by the failure to achieve the company's production targets, as follows:

**Table 1**  
**Production Results of PT. TPC Indo Plastic And Chemicals**  
**In the First Three Quarters of 2023**

<b>Month</b>	<b>Type of Product</b>	<b>Targets</b>	<b>Result</b>
Quarter I (January – March)	SG660	2.900 MT	2.611 MT
	SP660	16.828 MT	19.230 MT
Quarter II (April – June)	SG660	1.900 MT	690 MT
	SP660	15.636 MT	15.213 MT
Quarter III (July – August)	SG660	4.400 MT	1.947 MT
	SP660	26.276 MT	18.623 MT

Source: Internal Company Data

As can be seen from Table 1.1, there was a decline at the end of January to February due to companies shutting down or not producing. This could also be caused by individuals who lack discipline and efficiency, resulting in a decline in production. From the above explanation, it can be concluded that

this can be categorized as not optimal because it does not meet the targets set by PT. TPC Indo Plastic And Chemicals. According to (Onsardi, 2020) Work discipline affects employee performance. The higher a person's work discipline, the higher the performance of that employee.

**Table 2**  
**Employee Attendance Data of PT. TPC Indo Plastic And Chemicals**  
**In the First Three Quarters of 2023**

Month	Number of Employees	Sick		Permission		Late Attendance	
		Amount	%	Amount	%	Amount	%
Quarter I (January – March)	174	13	13.06	10	10.2	25	25.3
Quarter II (April – June)	174	23	23.26	17	17.14	24	24.48
Quarter III (July – August)	174	27	27.36	27	27.54	21	21.42

Source: Internal Company Data

The attendance data in the table above is the attendance of staff employees from various departments, namely production staff, QC staff, SC staff, marketing staff, finance staff, purchasing staff, and admin staff. The data above shows that work discipline at PT. TPC Indo Plastic And Chemicals is still lacking, as can be seen in the table above, which shows fluctuating absenteeism and tardiness rates. The lowest tardiness rate was in the third quarter (July-August), with 21 employees or 21.42%. while the highest tardiness rate was in Quarter I (January-March), with 25 employees or 25.3% arriving late to work. In Quarter II, there were 24 employees who were late to work, equivalent to 24.48%. The lowest absence or leave rate was in the first quarter (January-March), with 10 employees, equivalent to 10.2%, while the highest absence rate was in the third quarter, with 27 employees, equivalent to 27.54%, and in the second quarter, there were 17 employees, equivalent to 17.14%.

It can be seen from the above phenomenon that there is a problem with work discipline at PT. TPC Indo Plastic And Chemicals. It can be concluded that work discipline at PT. TPC Indo Plastic And Chemicals is still low, as can be seen from the high percentage of tardiness and absenteeism. This has not yet reached the work discipline target desired by PT. TPC Indo Plastic And Chemicals because the desired target is no tardiness and a low level of absenteeism by employees so that the company's performance can be optimal and the company's productivity continues to increase. The provision of work motivation at PT. TPC Indo Plastic And Chemicals is also still low. This is marked by a lack of social relationships, where a poor social environment can reduce employee comfort at work. Conversely, if a good social environment is provided to employees, it will provide comfort to the employees at work. PT. TPC Indo Plastic And Chemicals also fails to provide adequately for the basic needs of its employees, resulting in a lack of motivation among employees who feel that they are not receiving enough care and attention from the company. According to (SL. Triyaningsih, 2014), employee work motivation is a stimulus of desire and drive that causes an employee to be enthusiastic in carrying out organizational tasks because their needs are met.

## **B. LITERATURE REVIEW**

### **Previour Research Study**

The first study, conducted by Dwiyanah & Asteria (2021) entitled "Analysis of the Effect of Motivation and Work Discipline on the Performance of Outsourced Employees," used a causal research method with a quantitative approach. The data used was primary data obtained by distributing questionnaires. The results of the study found a positive and significant influence between the motivation variable and employee performance of  $0.001 < 0.05$ . It also found a positive and significant influence between the work discipline variable and employee performance of  $0.000 < 0.05$ .

The second study, conducted by Purnawati (2022) entitled "The Effect of Compensation and Work Discipline on the Performance of Outsourced Employees at PT. Gapura Angkasa at Zainuddin Abdul Madjid Lombok International Airport." This study used a quantitative research approach, using primary data sources through questionnaires and secondary data through literature studies. The results of the study showed a positive and significant effect between the compensation variable and employee performance of  $0.000 < 0.05$  with a t-value of 4.972, which is greater than the t-table value of 1.679.

Similarly, the work discipline variable had a positive and significant effect on employee performance variables of  $0.002 < 0.05$  with a t-value of 3.281, which is greater than the t-table value of 1.679.

The third study, conducted by Rifqi et al. (2024) entitled "The Effect of Work Motivation and Work Interest on the Performance of Outsourced Employees at PT. Al-Quratu Rizky Pratama," used a quantitative descriptive research method. The data used in this study were primary and secondary data. The results of the study found a significant effect between the motivation variable and the employee performance variable with a significance value of  $0.000 < 0.05$ . Similarly, the variable of work interest has a significant effect on the variable of employee performance, with a significance value of  $0.002 < 0.05$ .

The fourth study, conducted by Tusholihah et al. (2019) entitled "The Effect of Motivation and Work Discipline on the Performance of Outsourced Employees," used a causal association method with a quantitative approach. The data used in the study was primary data. The results of this study found that there is an influence between the motivation variable and employee performance with a significance value of  $0.033 < 0.05$ . However, unlike the discipline variable, which has no effect on employee performance with a significance value of  $0.500 > 0.05$ .

### **1. Motivation Theory of McClelland**

According to Notoatmodjo (2009), McClelland's theory states that humans have two motivations or drives, namely primary motives or unlearned motives, and secondary motives (social motives) or motives learned through experience and interaction with others. In his book "The Achieving Society," McClelland argues that each individual has a reserve of potential energy. This energy reserve can be released and developed depending on the individual's drive and motivation, as well as the support provided by the situation, conditions, and opportunities available. Thus, the greater the motivation of each individual, the more motivated they will be to achieve various accomplishments in their lives. According to McClelland's theory of motivation, each individual has their own needs in accordance with the character and mindset that shapes them. McClelland explains that each individual has a strong drive to achieve the success they desire (Susanto & Lestari, 2018). In this regard, if employees have or receive motivation and encouragement from management or administrators, their performance levels will certainly improve. This is because the motivation and desire that is instilled in each individual will motivate them to achieve their goals and fulfill their needs.

### **2. Work Discipline**

Discipline, according to Wahyuni & Karneli (2011) in Dwiyanah & Asteria (2021), comes from the Latin word "discere," which means to learn. The word discipline itself comes from the word discipline, which means to teach or educate. Nowadays, the word discipline has undergone many changes in meaning. Discipline is a form of learning that is useful in adding to and shaping attitudes, knowledge, and actions so that staff or employees willingly collaborate with other staff in terms of self-development. Work discipline is a certain condition in which a person who is part of an organization obeys the rules willingly. According to Afandi (2008) in Dwiyanah & Asteria (2021), work discipline is a tool used by managers to change behavior and as an effort to increase a person's awareness and willingness to obey all company rules and applicable social norms. Meanwhile, according to Rivai (2011) in Dwiyanah & Asteria (2021), work discipline is something that managers need to communicate with employees so that they are willing to change their behavior in order to increase awareness and willingness to comply with all company regulations.

Discipline at work is important because it is an action or behavior used by leaders to communicate directly with employees. The aim is to change their behavior and encourage them to comply with all company rules and norms. Discipline is an individual's ability to act based on applicable norms or regulations in order to encourage employees to comply with all types of regulations that require appropriate strategies by increasing employee motivation (Widayat, 2017). Discipline means that every employee can comply with the work rules that apply in the company, such as arriving and leaving on time, and performing their responsibilities well (Hasibuan, 2017 in Purnawati, 2022). Therefore, the work discipline of employees is very important for a company. Without employee work discipline, it will be difficult for the company to achieve optimal performance results.

### **3. Work Motivation**

Motivation is a driving force that encourages individuals to carry out activities or efforts to achieve their goals (Mathori et al., 2022 in Dwiyanah & Asteria, 2021). Motivation itself can be an important factor in work, study, and daily life. Motivation makes it easier and faster for a person to

work in order to improve their performance (Asri & Jennifer, 2022 in DwiYansah & Asteria, 2021). Work motivation is very important in efforts to improve and enforce employee work discipline in order to achieve maximum work results (Widayat, 2017). This is because motivation is a factor that drives individual employees to carry out an activity, therefore motivation is often interpreted as one of the important factors in encouraging the behavior of individual employees. According to Herzberg (2002) in Widayat (2017), there are two groups of factors that influence a person's work, namely motivator factors and hygiene factors. Motivator factors are factors that motivate individuals to do their jobs, while hygiene factors are factors that are very vital and must be fulfilled first before they are motivated in relation to situations that are pleasant or can provide satisfaction to each individual who works (Priyono, 2007 in Widayat, 2017).

Andriyani & Noor (2015) in their findings stated that employee discipline issues such as frequent tardiness and leaving work early were due to employees feeling unmotivated, caused by various factors, namely the company's failure to provide regular salary increases, the absence of rewards for outstanding employees, unclear policies and regulations, and the lack of enforcement of existing sanctions, which cause employees to repeat violations. They also found discomfort in the work environment related to cleanliness and efficiency in the workplace. According to Afandi (2018) in DwiYansah & Asteria (2021), motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities sincerely, happily, and wholeheartedly so that the results of the activities carried out are good and of high quality. Motivation itself is one of the factors that drives a person to perform a certain activity, therefore motivation is often interpreted as a driving factor behind a person's behavior in doing everything to achieve their desired goals (Sutrisno, 2011 in DwiYansah & Asteria, 2021).

According to Rifqi et al. (2024), the way to retain human resources (HR) is to motivate them to work well. Motivation is defined as a concept used to describe the driving force within each individual that motivates and directs behavior. Work engagement is an emotional feeling that arises from work that motivates and enables individuals to give their best to help achieve a series of tangible benefits for the organization and individuals. Employees who are interested in the company they work for will have great enthusiasm for their work, even beyond the main duties outlined in their employment contracts (Woodka, 2014 in Rifqi et al., 2024). Good work motivation and strong work interest will trigger employees to perform well, because employees who perform well are certainly needed by every company.

#### **4. Employee Performance**

According to Daspar (2020) in DwiYansah & Asteria (2021), employee performance is essentially something that employees give in determining how much they contribute to the company in the form of production results and services provided. Employee performance is the result of a process carried out by humans at work (Suwanto & Donni, 2016 in DwiYansah & Asteria, 2021). In English, there is the term "reward," which means a gift. According to Mangkunegara (2014) in Mutain & Liana (2023), a reward is something we give to someone in return for what they have done. Performance is the result of the quality and quantity of work achieved by a person in carrying out their duties. Employee performance itself is one of the factors in the ability of an agency or company to achieve its goals in producing something.

According to Mathis et al. (2001) in Tusholihah et al. (2019), performance is basically what employees do and what they do not do. Meanwhile, according to Prawirosentono (1999) in Tusholihah et al. (2019), performance is the work results that can be achieved by an individual or a group of people in an organization or company in accordance with their respective authorities and responsibilities, through efforts to achieve the objectives of the organization or company concerned legally and without violating legal norms and in accordance with morals and ethics.

### **C. METHODOLOGY OF RESEARCH**

This study uses quantitative methods to examine the influence of discipline and work motivation variables on employee work motivation at PT. TPC Indo Plastics and Chemicals Gresik. The data used in this study is primary data, and data collection techniques were carried out using questionnaires. The data source used in this study was data collected by going directly to the field to meet employees at PT. TPC Indo Plastic And Chemicals Gresik to ask for answers to statements through questionnaires.

According to Sugiyono (2019), a population is a generalized area consisting of objects and subjects that have certain quantities and characteristics that have been determined by researchers to be studied and then conclusions can be drawn. The population used in this study consists of workers or employees at PT. TPC Indo Plastic And Chemicals Gresik, totaling 174 employees consisting of staff and non-staff employees. A sample is a part of the total number and characteristics found in a population (Sugiyono, 2019). Research sampling was conducted by distributing questionnaires to workers or employees at PT. TPC Indo Plastic And Chemicals Gresik. The sampling technique used in this study was random sampling, where sample members were selected from the population randomly without regard to the strata in the population (Sugiyono, 2018). The number of samples used was determined based on the Slovin formula, namely:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n: Sample size

N: Total of Population

E: Margin error

Based on employee data from all departments at PT. TPC Indo Plastic And Chemicals in 2024, there are 174 employees. This number of employees is relatively large, therefore the margin of error in this study is set at 10% (0.1). To determine the sample size, the researcher used the Slovin formula in the following calculation:

$$n = \frac{174}{1 + 174(0,1)^2}$$

The Slovin formula calculation yielded a result of 63.50, which means that the researcher needed 63.50 samples for this study, rounded up to 64 respondents. The type of data processed in this study is primary data, and the data collection technique used is a questionnaire. A questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and what to expect from the respondents (Sugiyono, 2019).

#### **D. RESULT AND DISCUSSION**

##### **a) Description Of Respondent Characteristic**

**Table 3**

**Description of Respondent Characteristics based on Gender**

<b>No</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
1	Male	31	48.4%
2	Female	33	51.5%
Total		64	100%

Source: Processed primary data

Based on the table above, it can be seen that most of the respondents were female, with 33 respondents or 51.6%, while there were slightly fewer male respondents, with 31 respondents or 48.4%. This is because there are more female workers than male workers due to the nature of the work, which requires precision, patience, and greater attention to all details related to their respective job descriptions.

**Table 4**

**Description of Respondent Characteristics based on Age**

No	Age	Frequency	Percentage
1	15-22	26	40.6%
2	23-28	34	53.1%
3	>29	4	6.3
Total		64	100%

Source: Processed primary data

The table above shows that the majority of respondents were in the 15-22 age range, with 26 respondents or 40.6%. The 23-28 age range had 34 respondents or 53.1%, while the >29 age range had 4 respondents or 6.3%, for a total of 64 respondents.

**b) Validity Test**

Validity testing is a test used to measure the validity of a questionnaire. It is considered valid if the questions or statements in the questionnaire are able to reveal a component that will be measured by the questionnaire. The instrument is considered valid if the calculated  $r >$  table  $r$  with a sig value of 0.05. Conversely, if the calculated  $r <$  table  $r$ , it is considered invalid.

**Table 5**  
**Validity Test**

Variable	Item	r value	R table	Description
Discipline (X1)	X1_1	.497	0.242	Valid
	X1_2	.640	0.242	Valid
	X1_3	.417	0.242	Valid
	X1_4	.648	0.242	Valid
	X1_5	.729	0.242	Valid
Work Motivation (X2)	X2_1	.769	0.242	Valid
	X2_2	.734	0.242	Valid
	X2_3	.667	0.242	Valid
	X2_4	.728	0.242	Valid
Employee Performance (Y)	Y_1	.555	0.242	Valid
	Y_2	.740	0.242	Valid
	Y_3	.879	0.242	Valid
	Y_4	.660	0.242	Valid

Source: Processed Primary Data

The test in the table above uses a significance level of 5% or 0.05 with the criterion that the calculated  $r$  value is greater than the table  $r$  value. The table  $r$  value is 0.242, so it can be concluded that all items or indicators of all variables are valid.

**c) Realibility Test**

Reliability testing is used to measure a concept and help determine the accuracy of a measurement. The value of each item should be  $>0.40$  to prove that the item can be said to have internal consistency reliability (Basuki & Prawoto, 2019).

**Table 6**  
**Reability Test**

Variable	Coefficient Cronbach's Alpha	Description
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Discipline (X1)	.547	Internal consistency reliability
Work Motivation (X2)	.699	Internal consistency reliability
Employee Performance (Y)	.655	Internal consistency reliability

Source: Processed Primary Data

The table above shows that all variables listed in this study have values  $>0.40$ , which means they are suitable for further hypothesis testing.

### CLASSICAL ASSUMPTION TEST

#### d) Normality Test

The normality test in this study used the Kolmogorov Smirnov test method, with the criteria that if the sig value  $> 0.05$ , then the data can be said to be normally distributed, whereas if the sig value  $< 0.05$ , then the data cannot be said to be normally distributed.

**Table 7**  
**Normality Test**

Signification	Limitation	Description
0.200	0.05	Normal

Source: Processed Primary Data

The table above shows that the probability value (Asymp. Sig.) is  $0.200 > 0.05$ , so the regression model is normally distributed.

#### e) Multicollinierity Test

Multicollinearity testing aims to examine whether there is correlation between independent variables in a regression model. A model is considered free of multicollinearity if the tolerance value is  $> 0.10$  and the Variance Inflation Factor (VIF) value is  $< 10$ .

**Table 8**  
**Multicollinierity Test**

Variable	Tolerance	VIF	Description
Discipline (X1)	.986	1.014	Multicollinierity-free
Work Motivation (X2)	.986	1.014	Multicollinierity-free

Source: Processed Primary Data

The table above shows that both independent variables in this study have tolerance values  $> 0.10$  and VIF values  $< 10$ , so all variables are declared free of multicollinearity.

#### f) Heteroscedaticity Test

The heteroscedasticity test is used to determine whether there is a difference in the variance of the residuals for all observations in the regression model. The heteroscedasticity test in this study uses the Glejser test by looking at the significance value of each independent variable, with the criteria that if the sig value is  $> 0.05$ , there is no heteroscedasticity, whereas if the sig value is  $< 0.05$ , there is heteroscedasticity.

**Table 9**  
**Heteroscedaticity Test**

Variable	Sig	Limitation
Discipline (X1)	.396	$>0.05$
Work Motivation (X2)	.940	$>0.05$

Source: Processed Primary Data

The table above shows that the probability value of both independent variables is > 0.05, so it can be concluded that all variables in this study are not constrained by heteroscedasticity.

## HYPOTHESIS TESTING AND DATA ANALYSIS

### g) Multiple Regression Analysis Test

The relationship between independent variables and dependent variables is obtained from the results of multiple linear regression tests, using the Ordinary Least Square (OLS) method in this study. The results of multiple linear regression tests will be interpreted through t-tests (partial), F-tests (simultaneous), and coefficient of determination tests.

**Table 10**  
**Multiple Regression Analysis Test**

Variable	Unstandardized B	Std. Error	Std. Beta	Correlation		Sig
				r (partial)	r <sup>2</sup>	
Constant	17.171	2.349				.000
Disipline (X1)	-.232	.111	-.249***	-0.260	0.067	.040
Work Motivation (X2)	.272	.096	.355***	0.340	0.1156	.006

Description: \*\*\*, \*\*, and \* showing a significant level of 1%, 5%, and 10%.

Source: Processed Primary Data

$$\text{Employee Performance} = 17.171 - 0.233 \text{ Discipline (X1)} + 0.272 \text{ Work Motivation (X2)}$$

#### a. Interpretation of Beta Coefficients

1) Table 4.12 shows the correlation between the Discipline variable (X1) and the Employee Performance variable (Y), indicating a positive correlation, as shown by a partial r value of -0.260.

2) Table 4.12 shows that the correlation between the Work Motivation variable (X2) and Employee Performance (Y) is positive, as indicated by a partial r value of 0.340.

#### b. Interpretation of Partial Determination r<sup>2</sup>

The ability of a variable to explain variables related to other variables quantified by partial determination. The explanation is as follows:

##### 1) The Effect of Discipline on Employee Performance

In Table 4.12, the r<sup>2</sup> value for the Discipline variable (X1) is 0.067, which indicates that the Discipline variable has an effect on Employee Performance at PT. TPC Indo Plastic And Chemicals Gresik.

##### 2) The Effect of Work Motivation on Employee Performance

In Table 4.12, the r<sup>2</sup> value for the Work Motivation variable (X2) is 0.1156, which indicates that the Work Motivation variable has an effect on Employee Performance at PT. TPC Indo Plastic And Chemicals Gresik.

### h) Partial T-Test

According to Basuki & Prawoto (2019), the t-test is used to determine the partial effect of each independent variable. In a t-test, if the sig value is less than 0.05, the independent variable has a significant effect on the dependent variable. Conversely, if the sig value is greater than 0.05, the independent variable does not have a significant effect on the dependent variable.

**Table 11**  
**Partail T-Test**

<b>Variable</b>	<b>T-table value</b>	<b>Calculated t-value</b>	<b>Description</b>
Discipline (X1)	1.997	-2.102	0.040
Work Motivation (X2)	1.997	2,282	0.006

Source: Processed Primary Data

Based on table above:

- a) The probability value of the Discipline variable (X1) is  $0.040 < 0.05$ . Therefore, H1 is accepted, meaning that there is a relationship between the Discipline variable (X1) and Employee Performance (Y). When calculated using the ratio of the t-value to the t-table value, the t-value is less than the t-table value;  $(-2.102) < (1.997)$ , so H0 is accepted, meaning that the Discipline variable (X1) has no effect on Employee Performance (Y).
- b) The probability value of the Work Motivation variable (X2) is  $0.006 < 0.05$ . Therefore, H2 is accepted, meaning that there is a relationship between the Work Motivation variable (X2) and Employee Performance (Y). When calculated using the ratio of the t-value and the t-table value, the t-value is less than the t-table value;  $(2.828) < (1.997)$ , so H0 is rejected, meaning that the Work Motivation variable (X2) has a significant effect on Employee Performance (Y).

**i) Simultaneous Test**

According to Basuki & Prawoto (2019), the F test in multiple linear regression analysis is used to determine the simultaneous or combined effect of independent variables. To determine whether these variables are influential or not, we can look at the value of the calculated F. If the sig value is less than 0.05, then the independent variables have a significant simultaneous effect on the dependent variable. Conversely, if the sig value is greater than 0.05, then the independent variables do not have a significant simultaneous effect on the dependent variable.

**Table 12**  
**Simultaneous T-Test**

<b>Calculated of Fvalue</b>	<b>Table F value</b>	<b>Sig</b>
5.587	2.75	0.000

Source: Processed Primary Data

The table above shows that the calculated F value is 5.587 and the table F value is 2.75. The calculated F value is greater than the table F value, and the significance value is  $0.000 < 0.005$ . Therefore, it can be concluded that both independent variables simultaneously affect the dependent variable.

**j) Coefficients of Determination ( $R^2$ )**

According to Basuki & Prawoto (2019), the coefficient of determination value is a representation of the suitability of a model or a value that shows how much the independent variable explains the dependent variable. The coefficient of determination value ranges from zero to one. If the value of  $R^2$  is close to one, the greater the ability of the independent variable to explain the dependent variable.

**Tabel 13**

**Coefficients of Determination ( $R^2$ )**

<b>Model</b>	<b>Adjusted R Square</b>
1	.404

Source: Processed Primary Data

The table above shows that the coefficient of determination, as seen from the Adjusted R Square value, is 0.404. This means that the variables of Discipline, Work Motivation, and Employee Performance can explain 40.4% (moderate) of the Purchase Interest variable, while the rest is explained by other variables.

**E. CONCLUSION**

Based on the results of research on Discipline and Work Motivation on Employee Performance at PT. TPC Indo Plastic And Chemicals Gresik, the following conclusions can be drawn:

- 1) Discipline variables affect employee performance at PT. TPC Indo Plastic And Chemicals Gresik. This is because employees who arrive at work on time, perform their duties in accordance with company guidelines and standards, follow work instructions, and behave well and do not violate regulations produce better performance than employees who work for PT. TPC Indo Plastic And Chemicals Gresik.
- 2) Work Motivation Variables affect Employee Performance at PT. TPC Indo Plastic And Chemicals Gresik. This occurs because the company rewards employees who perform well, there are good relationships between employees, there is motivation to work in order to fulfill the needs of each employee, and there is also individual motivation to achieve success among employees, resulting in better performance than employees who work for PT. TPC Indo Plastic And Chemicals Gresik.

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